




Wildlife 2012

**The Arizona Game and Fish Department's
Strategic Plan for the Years 2007–2012**



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2221 West Greenway Road
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Preface

Under the direction of the Arizona Game and Fish Commission, the Arizona Game and Fish Department is the state agency responsible for managing wildlife in Arizona.

What Is This Plan?

Wildlife 2012 is the Arizona Game and Fish Department's strategic plan for 2007–2012. This plan describes the Department's guiding principles and defines the Department's diverse roles and functions. It also identifies the management direction that the Arizona Game and Fish Commission has provided to the Department to guide our work for the next six years.

Everyone has a stake in the continued health and diversity of wildlife populations and a role to play in ensuring wildlife for tomorrow. In developing the Wildlife 2012 plan, the Department welcomed public involvement. At the same time, the Department uses this plan to convey the short- and long-term nature of its mission to the public, including the conflicts inherent in managing resources for a public that is diverse in its needs and desires. The Department considers this plan to be an important communication tool for sharing the Department's goals and perspectives with the public, partnering agencies, organizations and employees.

Wildlife 2012 is the Arizona Game and Fish Department's strategic plan for 2007–2012.

How Is This Plan Organized?

This plan has two sections. Section One contains background information that is helpful for understanding the context of this plan. Section Two is built around four "strategic themes," which are wildlife, people, business management and staff. The strategic themes are central to this plan. They will become the driving force behind the Department's operational plans and implementation plans. Discussion of strategic themes begins on **page 12**.

How Was This Plan Funded?



Funding for the development of this strategic plan was provided by:

- Sales of hunting, fishing and trapping licenses, stamps and tags;
- Sportfish and Wildlife Restoration Funds (from a federal excise tax on some types of hunting, shooting, fishing and watercraft equipment);
- Other federal funds;
- The Arizona Heritage Fund (funded through the Arizona State Lottery);
- Wildlife Conservation Funds (from Tribal gaming revenue);
- The watercraft and off-highway vehicle funds;
- Voluntary contributions to Arizona's Wildlife Checkoff on Arizona state income tax forms; and
- Other funds.

How Is This Plan Related to Other Department Plans?

Prior strategic plans focused on just one of the programmatic areas for which the Department is responsible; for example, Wildlife 2006 was solely a strategic plan for wildlife. In contrast, Wildlife 2012 gives strategic guidance for all Department programs. It emphasizes wildlife management, which is the Department's primary focus. However, in order to present the Department's overall strategic direction, Wildlife 2012 also addresses off-highway vehicle and watercraft recreation beyond their impacts to wildlife resources, as well as Department administration.

Previous strategic plans were detailed down to the level of day-to-day Department operations. In contrast, Wildlife 2012 takes a broader, more truly strategic perspective. We developed the plan this way to make it more accessible to the public, believing that people are more likely to get involved in the planning process if the plan itself is more user-friendly. Details will not be lost, but will instead be described in operational and implementation plans. The Department develops operational plans that step down from the strategic plan to the biennial budget cycle, and implementation plans that step down from operational plans for more immediate priorities.

Strategic Plan 	Provides a high-level and approach-oriented perspective, but does not identify operational detail. This plan provides a broad overview of the Department's varied responsibilities. Public participation is invited.
Operational Plans 	Provides the detail that used to be given in strategic plans and is linked to the strategic plan. These plans are more specific and take less time to implement than the strategic plan (two years rather than six). Examples include: Hunt Guidelines, Sportfish Management, Law Enforcement, Shooting Ranges, Wildlife Area Plans, etc. Other plans (such as the Comprehensive Wildlife Conservation Strategy and species recovery plans) provide input into operational plans. Public participation is invited.
Implementation Plans	Provide guidance to all work units on the activities to be implemented by that work unit. These plans include estimates of resources (people and financial) required to implement the activities. They are developed internally.

Section One: Background Information

To understand the environment within which Wildlife 2012 will be implemented, it is important to understand the Department's statutory authority, mission and vision, as well as the principles that guide the Department's work.

The Arizona Game and Fish Department's Mission:

The Department's mission statement is, "To conserve, enhance, and restore Arizona's diverse wildlife resources and habitats through aggressive protection and management programs and to provide wildlife resources and safe watercraft and off-highway vehicle recreation for the enjoyment, appreciation and use by present and future generations."

The Department's Vision:

Recognized and respected as the leader in progressive management and professional stewardship of wildlife for tomorrow.

The Department's Core Values:

We are an organization dedicated to excellence. The culture of the Arizona Game and Fish Department is one of stewardship, scientific integrity, continuous improvement, teamwork and partnerships. This culture is supported by six core values, which guide our behaviors and decisions: trust, reliability, empowerment, accountability, respect and civility.

Organizing Principles

In addition to the Arizona Game and Fish Department's Mission, Vision and Core Values, we determine our actions in accordance with these guiding principles and our statutory authorities.

Our Guiding Principles

The Department also recognizes and promotes the following principles:

- We are responsive to our customers: We strive to provide courteous and efficient service to the public and each other.
- We are one Department: We are integrated and work together as a team with a common mission, mutual respect and professionalism.
- We rely on sound information and adaptive management to make decisions: We apply the best methods available to develop biological, social and economic data to achieve our mission.
- We build successful and productive partnerships: We understand that wildlife conservation, wildlife-related recreation, watercraft recreation and off-highway vehicle recreation are but a few of the many activities that take place in an intensively used landscape. We strive to recognize multiple uses and support those that do not reduce landscape productivity.
- We keep the public informed and involved, striving for management that is open to appropriate public review and scrutiny. We engage in dialogue and seek public input to develop and to encourage participation in programs and services.
- We foster strong, effective leaders: We develop leaders who are committed to excellence in all aspects of their work.
- We value employees: We foster a safe and creative work environment where all employees have an opportunity to reach their full potential.

Statutory Authorities

The Department has statutory authorities related to wildlife, watercraft and off-highway vehicles.

Wildlife:

Arizona Revised Statutes Title 17 directs the responsibility for maintaining and managing the state's wildlife resources to the Arizona Game and Fish Commission and Department.

A.R.S. 17-102: Most wildlife in Arizona is the property of the state.

A.R.S. 17-231: Allows the Commission, among other things, to:

- Establish policies and programs for the management, preservation and harvest of wildlife.
- Establish hunting, trapping and fishing rules and prescribe the manner and methods that may be used in taking wildlife.
- Enforce laws for the protection of wildlife and wildlife habitat.
- Develop and distribute information about wildlife and activities of the Department.

Watercraft:

A.R.S. 5-311 directs the responsibility for watercraft recreation, safety and enforcement to the Commission.

Through the Commission, the Department may:

- Make rules and regulations required to carry out in the most effective manner all the provisions of this chapter.
- Administer the law enforcement and boating safety program on the state level, and accept federal grants for boating safety and related enforcement.

Off-highway Vehicles:

A.R.S. 28-1176 establishes the Off-highway Vehicle Recreation Fund, which is apportioned between the Department and Arizona State Parks Department.

A.R.S. 17-4: With its portion of the fund, the Department shall:

- Provide an informational and educational program on off-highway vehicle recreation and law enforcement activities relating to state off-highway vehicle laws and enforcement to protect wildlife habitat.

Department Profile

The Arizona Game and Fish Department is the agency of state government charged with managing wildlife in Arizona. This “Department Profile” explains the Department’s general responsibilities and organizational structure.

Arizona Game and Fish Commission

The Department carries out its mandates under the direction of the five-member Arizona Game and Fish Commission. Each member is appointed by the Governor with Senate approval. The Department’s Director is appointed by and reports to the Commission. During Commission meetings, public comment is taken.

Arizona Game and Fish Department

The Department has a long tradition of conserving wildlife, providing recreational opportunities for the hunting and angling public, supporting other types of wildlife-based recreation, and meeting its statutory obligations related to off-highway vehicles and watercraft. The Department maintains and enhances programs for conservation of wildlife resources; for hunters, anglers, wildlife watchers, photographers and other recreational users of wildlife; and for all those who take pleasure in the existence of wildlife.

The Department is part of the executive branch of Arizona state government. State law mandates that the Department protect Arizona’s wildlife resources, regulate watercraft use and enforce off-highway vehicle laws. We do this by implementing rules and policies; taking actions to conserve, preserve, and manage wildlife; enforcing laws that protect wildlife, public health and safety; and developing cooperative partnerships.

Wildlife and habitat cross many boundaries and political subdivisions. To influence regional management of wildlife, the Department is an active member of the Association of Fish and

Wildlife Agencies and the Western Association of Fish and Wildlife Agencies, and

works in cooperation with other states and nations. Department staff are involved with national programs (such as the North American Waterfowl Management Plan and other programs) in order to shape management decisions outside Arizona’s political boundaries that can impact Arizona’s wildlife resources and habitat.



General Responsibilities

Through the Commission, the Department is responsible for:

- Working in a manner that is fiscally and environmentally responsible.
- Managing wildlife as a public trust resource for everyone.
- Developing partnerships and advising partners and the public on laws, rules and policies that affect wildlife, off-highway vehicle recreation and watercraft recreation.
- Working with partners to improve and preserve wildlife habitat and minimize impacts to wildlife resources (throughout this strategic plan, “partners” and “partnerships” refer to private individuals, for-profit and not-for-profit organizations, and all political subdivisions and agencies within and adjacent to Arizona’s borders with which the Department collaborates).
- Enforcing laws and providing education to encourage people who use off-highway vehicles to minimize their impacts to wildlife and wildlife habitats, in compliance with statutory obligations.
- Enforcing laws and educating boaters about safe and responsible watercraft recreation.
- Recruiting and retaining hunters, anglers and participants in the shooting sports.
- Informing and educating the public about their wildlife resources, wildlife-associated recreation and off-highway vehicle and watercraft recreation.
- Collecting — and making management decisions based on — species and population data.
- Collecting, interpreting and using data on public participation, values and opinions.
- Developing and providing access for wildlife-associated and watercraft recreation.
- Managing wildlife populations, including enhancing, stocking and restoring populations.
- Helping the public minimize conflicts with wildlife.
- Selling hunting and fishing licenses and registering watercraft.
- Managing wildlife areas, fish hatcheries and other facilities.
- Managing and enhancing shooting ranges in support of shooting sports.
- Administering grant programs whereby government agencies and non-governmental organizations can compete for funds to finance eligible projects, when supported by rule.

Department Organizational Structure

The Department has four divisions that, along with the Director's Office, work to accomplish the Department's mission.

Field Operations Division (FOD) is comprised of six regional offices, the Law Enforcement Branch and aviation support. The regional offices are in Pinetop, Flagstaff, Kingman, Yuma, Tucson and Mesa. The division implements program objectives that pertain to wildlife resource and habitat management, watercraft and off-highway vehicle activities (including outreach and education).

Special Services Division (SSD) is comprised of four branches: Development, Finance and Accounting, Information Systems and Support Services. The Development Branch is primarily responsible for water development, habitat improvement and maintenance, boating access and improved recreational access to state, federal and private lands. The Finance and Accounting Branch provides financial and cost statements and oversees watercraft registration, license dealers and big-game draws. The Information Systems Branch provides data-processing capabilities, including systems analysis and design. It also supports the Department's computers, phone systems and network connections. The Support Services Branch procures goods and services, maintains the Department's vehicles, disposes of surplus property, and provides warehousing, mail and courier services.

Wildlife Management Division (WMD) is comprised of the Fisheries, Game, Habitat, Nongame and Research branches. This division supplies program direction and provides assistance for the Department's wildlife management programs. When developing these programs, the division considers the management history of the state's wildlife resources, the current and future needs of the resources and public, the effects of a rapidly expanding and outdoor-using human population on wildlife and wildlife habitat, and the necessity of sound scientific techniques to facilitate obtaining the data needed to manage the variety of wildlife found in Arizona.

Information and Education Division (IED) has two branches. The Information Branch is responsible for public communication, media relations and the marketing of all Department products and services. The Education Branch is responsible for the Department's public and environmental education, including the coordination of classes in hunting, fishing, shooting sports and boating safety. Education Branch also coordinates the Department's hunter recruitment and retention efforts. The division operates and assists shooting ranges statewide, and produces environmental education curriculum and resources to educate people about wildlife, wildlife habitats and wildlife management.

Key Areas of Emphasis

The Department's activities fall under four key areas of emphasis. The first three — wildlife, watercraft and off-highway vehicles — correspond to the Department's statutory authorities. The fourth — business administration — is derived from the Department's authority to operate as a unit of state government.

Key Area of Emphasis: Wildlife Management Program

The Department manages wildlife using the North



American Model, which asserts that wildlife is held in public trust — not owned by any one person or entity, regardless of whether the animal is on public or private land or water.

Wildlife is managed based on the overall public good. The North American Model allows non-frivolous use of wildlife, and relies on scientific research-based management. It recognizes that wildlife cannot be managed along political boundaries, so cooperation across boundaries is a necessity. The North American Model also relies on laws and enforcement, and provides the public a voice in wildlife management decisions.

The goals of our wildlife management program are: to conserve and preserve wildlife populations and habitats; to provide for compatible public uses, while avoiding adverse impacts to habitat and wildlife populations; to promote public health and safety; and to increase public awareness and understanding of wildlife resources. "Wildlife" means all wild mammals, wild birds and their nest or eggs, reptiles, amphibians, mollusks, crustaceans and fish, including their eggs or spawn.

Wildlife management is funded through fees charged to hunters, anglers, trappers and other wildlife users for licenses, permits, stamps and

"Wildlife" means all wild mammals, wild birds and their nest or eggs, reptiles, amphibians, mollusks, crustaceans and fish, including their eggs or spawn.

tags; a federal excise tax on some types of hunting and fishing equipment; the Arizona Heritage Fund (funded through the Arizona State Lottery); Wildlife Conservation Funds (from Tribal gaming revenue); a federal program for State Wildlife Grants; voluntary contributions to Arizona's Wildlife Checkoff on Arizona state income tax forms; and other sources.

As explained on the next page, the wildlife management program is divided into three subprograms: game management, nongame management and sportfish management. The success of these subprograms relies on other key project areas, including environmental/habitat evaluation, research activities, law enforcement, habitat development/modification, information and education, among others.

“Game” includes big game, small game, fur-bearing animals, predatory animals, upland game birds and migratory game birds.

“Nongame wildlife” is all wildlife except game mammals, game birds, furbearing animals, predatory animals and game fish.

“Endangered wildlife” are those species listed by the Department as Tier 1a Comprehensive Wildlife Conservation Strategies Species of Greatest Conservation Need or by the U.S. Fish and Wildlife Service as endangered, threatened or a candidate for such status.

“Sportfish” means fish that are pursued by anglers, including cold-water fish (such as trout) and warm-water fish (such as largemouth bass).

The Wildlife Management Program’s three subprograms are:

Game Management Subprogram

The purpose of the Game Management subprogram is to protect, restore and manage game populations and their habitats to maintain the natural diversity of Arizona, and to provide equal wildlife-oriented recreation opportunities for all present and future generations. “Game” includes big game, small game, fur-bearing animals, predatory animals, upland game birds and migratory game birds.

Nongame Management Subprogram

The purpose of the Nongame Management subprogram is to protect, restore, preserve and maintain nongame and endangered wildlife as part of the natural diversity of Arizona and to provide opportunities for the public to enjoy nongame and endangered wildlife without detriment to those resources. “Nongame wildlife” is all wildlife except game mammals, game birds, furbearing animals, predatory animals and game fish. “Endangered wildlife” are those species listed by the Department as Tier 1a Comprehensive Wildlife Conservation Strategies Species of Greatest Conservation Need or by the U.S. Fish and Wildlife Service as endangered, threatened or a candidate for such status.

Sportfish Management Subprogram

The purpose of the Sportfish Management subprogram is to protect and manage sportfish populations and their habitats, while also working to preserve the natural diversity of Arizona. Sportfish management also provides fishing opportunities for present and future generations. “Sportfish” means fish that are pursued by anglers, including cold-water fish (such as trout) and warm-water fish (such as largemouth bass). The Department’s water quality staff help ensure the quality of our fishing waters.

Key Area of Emphasis: Off-highway Vehicle Program

The Arizona Game and Fish Department is the primary state agency for law enforcement, education and training related to off-highway vehicles.



To fulfill its statutory responsibility, the Department works to manage off-highway vehicles in a manner that protects Arizona's wildlife and wildlife resources; to educate people about responsible and ethical off-highway vehicle use opportunities; to manage off-highway vehicle recreation; and to encourage users of off-highway vehicles to operate in a manner that is safe, responsible and ethical.

To accomplish these, the Department concentrates on public information and education, law enforcement and habitat damage assessment. The Department relies on the Off-highway Vehicle Recreation Fund (administered jointly between the Department and Arizona State Parks) for these activities.

Key Area of Emphasis: Watercraft Program

The Arizona Game and Fish Department is the primary agency coordinating watercraft law enforcement and boating safety for Arizona. The program's purpose is to educate the boating public about safe use, facilitate watercraft recreation and promote safe and responsible watercraft recreation.



To accomplish these, the Department enforces watercraft laws, maintains aids to navigation, registers watercraft and provides information materials and education opportunities to the public. The Department relies primarily on watercraft registration fees and U.S. Coast Guard grant funding for these activities.

Key Area of Emphasis: Business Administration Program

The Business Administration Program supports the financial, physical and information systems infrastructure that allows the Department to accomplish its many goals.



This program includes specific processes, strategies and objectives for the systematic management of the Department's financial and physical assets (facilities, information systems, infrastructure support, etc.), human resources, and outreach and marketing efforts. Business administration supports the entire Department, and as such is funded through all the Department's funding sources.



The Planning Environment

Wildlife 2012 was developed in the context of conditions and trends in the natural and social environments that will continue to shape the Department's management actions over the life of this plan.

Wildlife

Arizona is rich in biological diversity, ranking in the top five states in the nation for the number of native bird, reptile and mammal species, and in the top ten for overall diversity of vertebrates. Many animals have been present for a long time, while others have appeared only in recent years. Some newly arrived species were established intentionally, as is the case with rainbow trout, while others have arrived as unwelcome or invasive species, and yet others appeared as they expanded their range. A few species, like the Mexican gray wolf, were once extirpated but are being re-established through aggressive reintroduction programs.

The numbers below reflect the total number of species that potentially can be found in Arizona, including transient, casual and rare species that occur unpredictably. Nonnative species that are not established and do not regularly breed in the state, such as Barbary sheep and feral hogs, are not included. With the exception of mollusks and crustaceans, invertebrates are also excluded.

More information on Arizona's wildlife resources can be found on the Department's Web site, azgfd.gov, and in the Department's "Arizona Comprehensive Wildlife Conservation Strategy (CWCS) 2005–2015." The CWCS provides a vision for managing Arizona's wildlife and natural habitats. Its primary focus is identifying and managing the "wildlife and biotic communities of greatest conservation need." It offers input into both the operational and implementation tiers of the Department's planning process.

Habitat

The State of Arizona contains approximately 73 million acres. The state is diverse both topographically and geologically. Elevations range from about 75 feet above sea level (near Yuma) to 12,643 feet (San Francisco Peaks near Flagstaff). Precipitation ranges from less than 3 inches to more than 30 inches per year, depending on elevation and location. Environments range from the hot, dry deserts of southern Arizona; through grasslands and woodlands in mid-elevations; to cold, moist forests at higher elevations.

Numbers of Wildlife Species Found in Arizona	
Taxonomic Group	Total # of Species (not including subspecies)
Amphibians	29
Birds	534
Fish	69
Mammals	140
Mollusks and Crustaceans	83
Reptiles	112
Total:	967

The Commission and Department have management authority for the wildlife of the state, but share the management responsibility for habitat with many partners. A multitude of state, federal, tribal and local agencies and private landowners manage Arizona's land areas. Arizona also shares its borders with California, Nevada, Utah, New Mexico, Colorado and Mexico. Wildlife populations obviously do not recognize these political boundaries. The Department therefore partners with these entities on wildlife, land and water management projects on lands they administer.

Trends Affecting Wildlife

Although Arizona supports a tremendous diversity of wildlife, it faces a variety of challenges and opportunities for wildlife conservation.

Arizona's growing human population presents significant challenges to wildlife management. For the past two decades, population growth in Arizona has been among the highest in the nation, increasing 40 percent from 3.6 to 5.1 million between 1990 and 2000 (U.S. Census Bureau, 2000). As the desert urban centers of Phoenix and Tucson continue to expand, development is also increasing rapidly in what are now rural areas.

This growth presents a number of challenges to the Department's mission, including:

- Habitat loss due to development
- Habitat fragmentation and degradation from networks of roads and utility lines
- Diminished or prohibited access to public and private lands

- Water quality issues
- Increased demand for already limited water resources and diminished availability of water
- Introduction of non-native plants and animals
- Increased and diversified recreational demands
- Increased wildlife-human conflicts

Due to these challenges, many of Arizona's habitats are stressed, reducing their quality and ability to provide adequate food, water and shelter to wildlife. The Department strives to respond to those stressors and conserve those habitats in relation to their criticality.

Arizona's growing human population presents significant challenges to wildlife management.

The demographics of Arizona are changing. Attitudes and perceptions about wildlife management, wildlife-related recreation and recreation using off-highway vehicles and watercraft are changing, too. Monitoring changes in public opinion allows the Department to predict, plan for and better serve constituents.

Periodic drought is a normal component of Arizona's climate. Arizona has experienced drier-than-normal conditions for the past several years, and some climatologists expect this condition to continue for the next several years (the life of this strategic plan). Dry conditions affect wildlife, wildlife habitat and recreational opportunities through various means. Climate changes and weather conditions present unique challenges for wildlife management planning because predicting their occurrences is uncertain. However, the likely effects of these events have been incorporated into management and policy plans.

Section Two: Strategic Themes

This section examines the four strategic themes — wildlife, people, business management and staff — that we use to help organize and manage the challenges of accomplishing the Department's mission.

The Arizona Game and Fish Department's mission statement is,

"To conserve, enhance, and restore Arizona's diverse wildlife resources and habitats through aggressive protection and management programs and to provide wildlife resources and safe watercraft and off-highway vehicle recreation for the enjoyment, appreciation and use by present and future generations."

Introduction

In this plan we identify four broad “strategic themes” to help organize and manage the challenges of accomplishing the Department’s mission. Under each theme, one or more topics are discussed. For each topic, this plan identifies strategic issues affecting that topic, and goals, objectives and strategies to address the strategic issues.

The four themes, and the specific topics within each theme, are:

1. Wildlife (resource management; wildlife recreation)
2. People (public awareness, support and involvement; off-highway vehicle, watercraft and shooting sports recreation; customer diversity; partnerships)
3. Business Management (financial services; physical assets)
4. Staff (human resources)



Strategic Theme: Wildlife



Topic 1: Resource Management

Strategic Issues Affecting Resource Management

Arizona's varied habitats support a great diversity of wildlife. However, direct

loss, fragmentation and continued threats to the health and diversity of these habitats through development associated with population growth, introduction and expansion of invasive species, increased demands from the public, wildland fires, habitat damage caused by illegal immigration, homeland security efforts and long-term drought create challenges for the Department's wildlife management efforts.

Resource Management Goal

Conserve, preserve, enhance and restore wildlife populations and their habitats.

Resource Management Objectives

Within the next six years:

1. Conserve, preserve, enhance and restore Arizona's wildlife habitat and resources while balancing resource needs with recreational uses.
2. Maintain or improve the quality and connectivity of habitats to support a diversity of wildlife species.
3. Minimize the negative impacts of invasive species on wildlife and their habitats.
4. Improve the status of wildlife, with particular emphasis on those species listed as Species of Greatest Conservation Need (for more informa-

tion on these, see the Comprehensive Wildlife Conservation Strategy).

5. Provide for sustainable use of wildlife by people.

Resource Management Strategies

- Assess the status of wildlife populations, habitats and resources to help prioritize wildlife management programs and activities.
- Collect and analyze scientific information for use in decision making.
- Establish guidelines for managing wildlife populations and their habitats that balance the uses of lands and waters with the public's values to ensure sustainability of wildlife populations.
- Use available tools and resources and develop new ones to conserve and preserve wildlife habitats and populations.
- Coordinate with partners to manage wildlife populations and their habitats.
- Manage wildlife with consideration of social and economic factors.

Goal:
Conserve, preserve, enhance and restore wildlife populations and their habitats.



Topic 2: Wildlife Recreation

Strategic Issues Affecting Wildlife Recreation

Arizona's human population has been increasing at a far greater rate

than the national average. This growth is likely to continue throughout the life of this strategic plan. A growing human population places increasing demands on wildlife populations, in part because of shrinking wildlife habitat due to human development. Increasing human population and decreasing wildlife habitat also result in loss of areas in which to recreate, concentrate human activity in existing recreation areas, increase human-wildlife conflicts, increase density of watercraft and off-highway vehicle activity, and may reduce the quality of habitat available for wildlife as a result of these competing uses.

Arizona's increasing human population is more urban and less rural. Perceptions among residents about the importance and value of wildlife differ. The Department strives continually to educate the public about wildlife and shape public values concerning the importance of wildlife. The Department also encourages the public to enjoy wildlife in many different ways, including wildlife watching, taking part in wildlife-based recreation or wildlife-related educational activities, and simply enjoying the fact that a healthy and diverse variety of wildlife exist in Arizona.

Perceptions among residents regarding traditional uses of wildlife such as hunting and fishing differ as well. Although Arizona's population is increasing, the number of licenses sold has remained relatively stable over the past few years. In order to

ensure the future viability of these activities, it is essential to recruit new and retain existing hunters and anglers. In addition, assessing the desires of Arizona's diverse human population is essential to implementing appropriate management direction.

The increasing use of recreational vehicles like watercraft and off-highway vehicles can result in conflicts with wildlife and habitat protection. Managing these conflicts requires protecting human safety, wildlife and wildlife habitat while still permitting managed recreational use. Educational efforts must address all Arizonans and target diverse user groups to provide the necessary information to ensure compliance, reduce conflicts among users and with wildlife, and encourage sustainable enjoyment of Arizona's diverse wildlife resources.

The demand for access to public and State Trust lands for recreation has increased. About 18 percent of Arizona is privately owned: These lands can provide recreational opportunities and access into public and State Trust lands. However, as more Arizona landowners exercise their right to deny access to or through their private lands, access to public and State Trust lands has become difficult. Many times, collaboration with private landowners results in improved wildlife habitat in exchange for short-term or perpetual access agreements. These efforts must continue to address the underlying reasons for denial of public access, such as vandalism, trespassing, littering, off-road activities, disruption of landowner operations, liability, undocumented immigrants and drug trafficking.

Topic 2: Wildlife Recreation (continued)

Wildlife Recreation Goals

Increase the opportunity for the public to enjoy Arizona's wildlife resources, while maintaining and improving wildlife resources. In addition, address the underlying reasons for denial of public access across private lands by providing technical and financial assistance to private landowners and educating the public about ethical use and habitat protection.

Wildlife Recreation Objectives

Within the next six years:

1. Encourage continued compliance with regulations governing wildlife-related recreational activities.
2. Promote public safety during wildlife-related recreation activities.
3. Increase opportunities for use and enjoyment of wildlife.
4. Increase participation in wildlife-oriented recreational activities.
5. Provide access to public and other lands that are blocked by private lands.

Wildlife Recreation Strategies

- Identify, assess, develop and promote recreational uses of wildlife in Arizona.
- Minimize obstacles that prevent people from participating in wildlife-oriented recreational activities.
- Implement efforts to increase hunter and angler recruitment and retention.

- Identify, assess and develop watchable-wildlife recreational opportunities.
- Enhance and promote watchable-wildlife recreation.
- Develop and maintain strong partnerships with private landowners and land management agencies to increase recreation opportunities.
- Provide technical and financial assistance to private landowners for wildlife habitat improvements in exchange for short-term or perpetual access agreements.
- Inform and educate the public on factors influencing recreational opportunity and public access across private lands.
- Inform and educate the public on responsible recreational use, including impacts on wildlife resources, courtesy toward other recreationists and respect for private property rights.

Goals:
Increase the opportunity for the public to enjoy Arizona's wildlife resources, while maintaining and improving wildlife resources.

Address the underlying reasons for denial of public access across private lands by providing technical and financial assistance to private landowners and educating the public about ethical use and habitat protection.

Strategic Theme: People



Topic 1: Public Awareness, Support and Involvement

Strategic Issues Affecting Public Awareness, Support and Involvement

An informed and educated public can participate more effectively in decisions that affect wildlife and can choose to use watercraft and off-highway vehicles in a safe, responsible and ethical manner. Public and partner involvement in Department policy- and decision-making can be enhanced by providing accurate information to the public and partners in a variety of formats. The Department will maintain robust efforts to provide all segments of the public with opportunities to participate in programs, services and decision-making processes.

People who live in or visit Arizona can expect to see many types of wildlife; however, more and more often, wild animals are venturing toward the areas where people live. People can usually enjoy wildlife watching from a distance, but sometimes wildlife encounters involve conflict. The Department educates the public about living with wildlife through a range of educational and informational programs and services.

The Department will continue to pursue ways to integrate wildlife information, environmental education, and messages about the safe, responsible and ethical use of watercraft and off-highway vehicles into public education. Partnerships with civic groups, the private sector and educational institutions will help the Department reach new constituent groups, and the use of new communications technology will improve customer access to this information.

Public Awareness, Support and Involvement Goal

Maintain an informed and supportive public that recognizes its ownership and stewardship responsibilities for wildlife resources and helps to disseminate and act upon messages about watercraft safety and the safe, responsible and ethical use of off-highway vehicles.

Public Awareness, Support and Involvement Objectives

Within the next six years:

1. Increase public awareness and support of the North American Model of wildlife management. The North American Model asserts that wildlife is held in public trust — not owned by any one person or entity, regardless of whether the animal is on public or private land or water. Professionals manage wildlife based on the overall public good.
2. Increase the percentage of the public that identifies the Department as the state agency responsible for wildlife management in Arizona.
3. Promote the widespread use of environmental education curriculum in public, private, charter and home schools.
4. Improve media and e-newsletter communication.
5. Increase efforts to inform the public about living responsibly with wildlife.
6. Increase participation in hunter education, aquatic education, boating safety education and shooting sports programs.

Strategic Theme: People

Topic 1: Public Awareness, etc. (continued)

- 7. Increase public awareness of the need to use watercraft and off-highway vehicles in a manner that is safe, responsible and ethical.
- 8. Increase the use of volunteers.
- 9. Improve educational materials for schools.
- Increase the recruitment and retention of hunters, anglers, shooting sports participants and volunteers.
- Identify, assess, develop and promote watchable-wildlife recreational opportunities.
- Provide materials to educators that help them meet Arizona educational standards.

Public Awareness, Support and Involvement Strategies

- Create a broader range of venues for public participation in Department management direction.
- Publicize and actively market environmental education curriculum through the Web and other media.
- Expand informational, educational and interpretive outreach opportunities.

Goal:
Maintain an informed and supportive public that recognizes its ownership and stewardship responsibilities for wildlife resources and helps to disseminate and act upon messages about watercraft safety and the safe, responsible and ethical use of off-highway vehicles.



Topic 2: Off-highway Vehicle, Watercraft and Shooting Sports Recreation

Strategic Issues Affecting Off-highway

Vehicle, Watercraft and Shooting Sports Recreation

Increasing use of recreational vehicles like watercraft and off-highway vehicles often results in conflicts among user groups and requires balance between recreational management and protection of wildlife and wildlife habitat. Compliance

with regulations becomes a greater challenge as recreational participants increase and often compete for limited space and resources. Increased emphasis must be placed on habitat protection and human safety in recreational situations. Educational efforts must address all Arizonans and target diverse user groups to provide the necessary information to ensure compliance and reduce conflicts among users and with wildlife.

Off-highway Vehicle, Watercraft and Shooting Sports Recreation Goals

Increase the opportunity for the public to enjoy shooting sports. Encourage participation in education and information programs supporting safe and responsible use of off-highway vehicles and watercraft, while maintaining or improving wildlife resources and habitats.

Off-highway Vehicle, Watercraft and Shooting Sports Recreation Objectives

Within the next six years:

1. Encourage continued compliance with regulations governing watercraft, off-highway vehicle and recreational shooting sports activities.
2. Reinforce public safety during watercraft, off-highway vehicle and recreational shooting sports activities.
3. Increase management of off-highway vehicles and efforts to minimize their impacts on wildlife and wildlife habitat.
4. Improve the watercraft recreational experience.
5. Minimize impacts to aquatic resources from increased watercraft use.
6. Increase participation in boating safety education and shooting sports programs.
7. Continue to work with interested user groups and agencies to protect existing funding and acquire new funding sources dedicated to safe and responsible off-highway vehicle use.

Off-highway Vehicle, Watercraft and Shooting Sports Recreation Strategies

- Inform and educate the public on factors influencing recreational opportunity and public access across private lands.
- Inform and educate the public on responsible recreational use, including impacts on wildlife resources, courtesy toward other recreationists and respect for private property rights.
- Develop and maintain statewide shooting ranges.
- Recruit and retain shooting sports participants.
- Expand public awareness and acceptance of the shooting sports as a leadership and recreation opportunity for young people.
- Provide additional Hunter Education training options.
- Expand operating under the influence (OUI) watercraft enforcement efforts.
- Construct new and enhance existing boating-related facilities (such as ramps), while minimizing impacts to wildlife resources.
- Use a wide variety of techniques to communicate more effectively with off-highway vehicle and watercraft groups to promote safe, responsible and ethical behavior.

Goals:

Increase the opportunity for the public to enjoy shooting sports. Encourage participation in education and information programs supporting safe and responsible use of off-highway vehicles and watercraft, while maintaining or improving wildlife resources and habitats.



Topic 3: Customer Diversity

Strategic Issues Affecting Customer Diversity

Providing opportunities for people to learn outdoor skills and participate in

wildlife recreation and sporting activities helps build new and supportive relationships. These relationships will be critical to the future of the Department. Creating opportunities to reach out to culturally, economically and ethnically diverse audiences is important to increasing participation in wildlife activities. The Department must seek to discover the interests and address the needs of a changing Arizona population.

Customer Diversity Goal

Increase customer diversity to better reflect the demographics of Arizona.

Customer Diversity Objective

Within the next six years:

1. Increase the diversity of Department customers (culture, ethnicity, sex, age, income and ability).

Customer Diversity Strategies

- Identify the public's education or service needs and desires related to wildlife, watercraft and off-highway vehicles.
- Identify underrepresented groups and develop programs to increase their participation in or understanding of the Department's services and wildlife management mission.
- Increase the number of classes, communication or other services provided to underrepresented or minority communities.
- Establish and maintain partnerships with a broad range of organizations.

Goal:

Increase customer diversity to better reflect the demographics of Arizona.



Topic 4: Partnerships

Strategic Issues Affecting Partnerships

Private landowners, other state agencies, the federal government and tribal

nations are the primary land managers in Arizona. The Department manages less than 0.5 percent of Arizona's land base. Thus, partnerships with land managers are crucial to ensuring protection and enhancement of wildlife habitats. The Department also partners with private individuals, for-profit and not-for-profit organizations, and political subdivisions to work cooperatively to conserve, preserve, maintain or enhance Arizona's wildlife habitat and resources.

Partnerships Goal

Maintain and develop effective partnerships that enable the Department and its partners to reach mutual goals.

Partnerships Objectives

Within the next six years:

1. Enhance the Department's ability to manage wildlife resources.
2. Reinforce responsible and safe OHV and watercraft recreation that minimizes impacts on wildlife resources and habitats.
3. Provide recreational shooting opportunities through partnerships.

Definitions:

"Partners" and "partnerships" refer to private individuals, for-profit and not-for-profit organizations, and all political subdivisions and agencies within and adjacent to Arizona's borders with which the Department collaborates.

Partnerships Strategies

- Identify common wildlife interests and goals of current and potential partners.
- Effectively communicate the Department's goals to partners.
- Develop new and maintain effective partnerships.
- Establish partnerships to support responsible watercraft, off-highway vehicle and shooting sports recreation.

Goal:
Maintain and develop effective partnerships that enable the Department and its partners to reach mutual goals.

Strategic Theme: Business Management



Topic 1: Financial Services

Strategic Issues Affecting Financial Services

The Department does not rely on general funds for the vast majority of its operations, although the

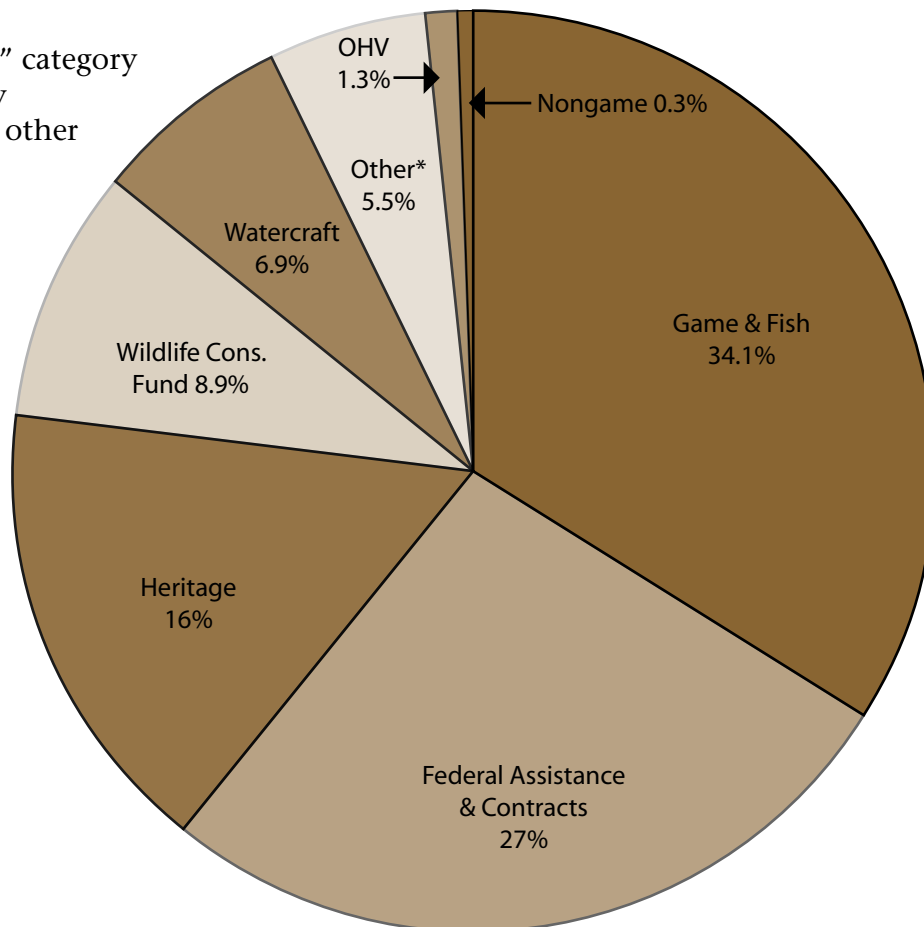
State Legislature still appropriates certain Department funds. The Department receives funding from sales of hunting, fishing and trapping licenses, stamps and tags. Sportfish and Wildlife Restoration funds are derived from a federal excise tax on some types of hunting, shooting, fishing and watercraft products. Other federal funds such as State Wildlife Grants and contracts also provide substantial funding. Funds are also provided through the Arizona State Lottery (Heritage Fund),

Tribal gaming (Wildlife Conservation Fund), watercraft registrations, voluntary contributions to Arizona's Wildlife Checkoff on Arizona state income tax forms, other private donations, non-federal contracts, and a gas tax (which funds some of the Department's off-highway vehicle management efforts).

The cost of administering the agency and funding its activities continually increases. The cost of postage, vehicle fuels, and employee-related benefits (such as health insurance and retirement contributions) is expected to increase over the life of this plan. Therefore, a leading objective of the Department is continued growth of its revenue base to meet public expectations for services.

Arizona Game and Fish Department Revenue by Percent

(Note: The "Other" category includes voluntary contributions and other donations.)



Financial Services Goal

Attain and maintain the Department's financial stability commensurate with needs.


Financial Services Objectives

Within the next six years:

1. Enhance the Department's annual financial base
 2. Ensure that budget/planning management information is prepared and systematically monitored to ensure compliance with federal and state statutes and regulations.
 3. Maintain appropriate flexibility in managing financial resources.
 4. Develop and implement a cost accounting system that meets Department management needs.
 5. Increase public and partner understanding of the Department's budget process.
- Develop and monitor short-term (less than two years out) and long-term (four years out) spending plans aligned with the Department's strategic plan.
 - Administer and revise as necessary the Department's fiscal/budget policies, procedures and business processes.
 - Use the three-tiered planning processes to enhance management of the Department.
 - Provide management with timely, consistent, uniform and accurate financial reports to assist in effective management decisions.
 - Find significant new funding mechanisms.
 - Inform the public and partners about the Department's budget development and the budget approval process.

Financial Services Strategies

- Update and maintain financial and planning management systems to ensure funds are available to sustain planned activities and provide the agility to address unexpected opportunities or new priorities.



Goal:
***Attain and maintain the
Department's financial stability com-
mensurate with needs.***

Strategic Theme: Business Management



Topic 2: Physical Assets

Strategic Issues Affecting Physical Assets

As of 2006, the Department maintained more than 270 facilities within its building

and infrastructure system across the state, totaling over 542,000 square feet. Facilities range in age and type from historic structures constructed in the 1930s to newly built residences and operational facilities at the Department's fish hatcheries. Estimated replacement costs exceed \$61 million.

It is critical that the Department develops and executes a comprehensive cyclic maintenance program that includes scheduled replacement or renovation of major building systems and other infrastructure components, preserving the overall value of these assets, circumventing costly repairs and maintaining the useful life of facilities.

The Department values excellence in customer service, and strives to provide customers with ever-increasing quality in both products and services. This includes ensuring continuous service to critical customers and outreach efforts to better promote current programs, while developing new products and services to meet changing customer preferences.

Physical Assets Goal

Attain a well-developed technical and administrative support structure that provides quality, responsive service to internal and external customers.

Physical Assets Objectives

Within the next six years:

1. Ensure cost-effective and timely maintenance of the Department's facilities.
2. Complete construction of new headquarters.
3. Sustain and improve internal and external business functions.
4. Improve efficiency and delivery of customer services.

Physical Assets Strategies

- Optimize the use of iPlan, the state's Web-based strategic planning tool, to capture and manage a detailed account of facility and building conditions to support short- and long-term capital improvement planning and scheduled maintenance and renewal projects.
- Implement capital investment opportunities to increase energy efficiency, improve accessibility and enhance health and safety.
- Conduct efficiency reviews and best practices evaluation of internal and external programs and implement strategies that will confer efficiency and value.
- Invest in technology (such as motor pool and information systems) to upgrade the infrastructure to provide support to internal and external customer services.

Goal:

Attain a well-developed technical and administrative support structure that provides quality, responsive service to internal and external customers.

Strategic Theme: Staff



Topic: Human Resources

Strategic Issues Affecting Human Resources

Arizona's population has been increasing at a rate above the national average.

This growth has resulted in continued urbanization and significant changes in the overall demographics of the state. The Department's mission and values demand a professional and well-trained work force that reflects the diversity of Arizona. Although the Department has traditionally had a low turnover rate, many of the Department's leaders are expected to retire in the next several years. Turnover at all levels of the Department's work force is also increasing.

Human Resources Goal

Achieve a diverse, satisfied and highly effective work force that is recognized for its integrity and professional expertise.

Human Resources Objectives

Within the next six years:

1. Increase diversity of the workforce.
2. Develop and maintain a satisfied and highly motivated work force.
3. Ensure leadership continuity.
4. Maintain a competent and well-trained work force.

Human Resources Strategies

- Improve recruitment strategies.
- Revise and implement the Department's diversity plan with emphasis on developing mentoring programs and partnerships with schools to increase awareness of natural resources career opportunities to underrepresented groups.
- Continue to provide diversity awareness training to new employees and develop supervisory training that fosters understanding of and commitment to the value of a diverse work force.
- Address pay issues, by seeking market-based compensation for all employees.
- Develop and implement a systematic approach to leadership skills and attitude development, including an employee-mentoring program.
- Provide training that incorporates core competencies to ensure leadership continuity.
- Recognize employees for their contributions throughout the year.
- Increase the use of volunteers.

Goal:
Achieve a diverse, satisfied and highly effective workforce that is recognized for its integrity and professional expertise.